

**END of COURSE ASSESSMENT**

**Comprehensive Case Study (MBA Program)**

**Zhejiang Gongshang University**

**2016**

**Professor Julian Lowe**

Answer all questions in EITHER section A or B.

Return by email on a word file and in English to jlnlowe@me.com or [jlnlowe@icloud.com](mailto:jlnlowe@icloud.com), and copy to [xr0421@126.com](mailto:xr0421@126.com) by 2400hours on Monday 7 November 2016. In the subject box of your email write 'Comprehensive Case study'.

You may discuss the questions with your colleagues but all submitted answers must be your own.

**Section A: HNA Group: Global excellence with Chinese characteristics case**

1. Describe the industry structure that Hainan Airlines is in and discuss how it evolves over the period of the case. How does 'industry' structure affect the financial performance of Hainan Airlines and its competitors?

2. What are the strengths and challenges facing Hainan airlines in its quest to become a global leading airline? Where are its competitive advantages and are these sustainable?

3. What is Chairman Chen's growth strategy for the HNA group. What is your opinion of that strategy? Describe and assess the risks and benefits of the diversification strategy that HNA has chosen.

4. How would you describe the corporate culture at HNA? What impact does it have on growth and performance?

5. Discuss what other aspects of organisation might have an effect on growth and performance at HNA?

6. What is the logic of HNA's global strategy? Do you think they could ever become a global 500 top 10 company?

7. Outline what you think are the major strengths and weaknesses of HNA as a Chinese company and as a global company.

8. The case is called 'HNA Group: Global excellence with Chinese characteristics'. What do you think those 'Chinese characteristics' are and how do you think they might provide competitive advantage?

**Section B: Social Strategy at Nike**

1. Describe the ‘industry’ that Nike competes in. How has it changed over time?

2. What are Nike’s competitive advantages in their industry? What factors have influenced the evolution of competitive advantage over time?

3. Why has Nike now decided to pursue a ‘Social Strategy’? What is that strategy and how does it differ from a digital strategy?

4. Evaluate the Nike+ ecosystem as a foundation for the company’s social strategy.

5. How does Nike use Facebook, Twitter and YouTube for its digital strategy?

6. How does Nike integrate its digital strategy with its social strategy? How was Nike able to develop such a rich, integrated social and digital strategy?

7. Nike is a global company. How has its growth been affected by globalisation and how has it met the challenges of global differences in markets?

8. What were the organizational impediments that need to be overcome in order for a social strategy to be developed and implemented effectively?